

Supplementary Information

HAVANT BOROUGH COUNCIL
CABINET
5 February 2020

Dear Councillor

I am now able to enclose, for consideration at meeting of the Cabinet, to be held on 5 February 2020 the following supplementary information that was unavailable when the agenda was printed.

Agenda No Item

9 **Revenue, Capital Budget and Medium Term Financial Strategy (Pages 1 - 58)**

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NON EXEMPT

HAVANT BOROUGH COUNCIL

CABINET

5 February 2020

REVENUE, CAPITAL BUDGET AND MEDIUM TERM FINANCIAL STRATEGY TO 2024/25

Lydia Morrison, Chief Financial Officer

RECOMMENDATION TO COUNCIL

Portfolio: Portfolio Holder for Finance and Coastal Communities – Cllr Leah Turner

Director for Corporate Services: Lydia Morrison

Key Decision: No

Report No: HBC/001/2020

1.0 Purpose of Report

1.1. To provide Council with the proposed 2020/21 Revenue budget, Capital budget, Reserves and Balances, Capital Strategy, Treasury Management Strategy and Medium Term Financial Strategy (MTFS).

2.0 Recommendation

2.1. The Council:

- a) Approves the proposed Revenue and Capital Budgets for 2020/21 including a Council Tax rate of £209.48 at Band D, representing a £5 increase on the current charge;
- b) Agrees the Capital Strategy, Treasury Management Strategy and Prudential Indicators.
- c) Agrees the increase to fees and charges for 2020/21.

2.2. Executive Summary

2.3. The 2020/21 initial budget position for next year is as follows:

	Forecast £'000
Net Cost of Services	14,591
Council Tax, Business Rates & New Homes Bonus Income	(14,591)
(Surplus) / Deficit	-

3.0 **Additional Budgetary Implications**

3.1. None

4.0 **Background and relationship to the Corporate Strategy and Directorate Business Plan/s**

Budget Process and Budget Proposals

- 4.1. During the budget process for 2020/21 services were challenged to find substantial savings. Comprehensive work was done on affirming the current establishment. Fees and charges were reviewed and increased above inflation where service managers felt this was appropriate. (see Appendix I).
- 4.2. Heads of Service and Managers were asked to review their budgets and identify any pressure commitments and realisable savings.
- 4.3. The Finance Portfolio Holder, Chief Finance Officer and Deputy Section 151 Officer reviewed the initial budget submissions in December followed by formal challenge sessions with services in January.
- 4.4. The outcome of these reviews has identified savings of £1,073K which led to a overall balanced budget, after allowing for other budget pressures (pay increases) and changes in Government funding.
- 4.5. In addition to the surplus, it is proposed that Council Tax be increased by £5 in 2020/21. This would generate a further £318K additional funding taking into account the increase in Council Tax Base.

Corporate Strategy & Business Plans 2020/21

- 4.6. The Corporate Strategy is being reviewed. The reviewed Corporate Strategy will provide an overview of the Mission, Values and Priorities of the Council. Specifically, the Corporate Strategy is focussed on the delivery of the regeneration aspirations of the Council (short, medium

and long term), delivering for our customers and ensuring the Council is financially sustainable.

Medium Term Financial Projections to 2024/25

- 4.7. The Council's Medium Term Financial Strategy (MTFS) has been updated using the results of the budget process as a revised baseline. This is included at Appendix B.
- 4.8. The projections show that by 2024/25 the Council could be facing an annual budget deficit of £3.624M. This is as a result of the reducing New Homes Bonus which is projected to be gone by 2022/23, and the forecast re-baseline of Business Rates.
- 4.9. Clearly this position is not sustainable for the Council and it must be addressed early. Therefore, the Chief Finance Officer will start engaging with Members and Officers early in the new financial year to develop options for 2021/22 onwards.

Capital Summary and Proposals Received

- 4.10. The current approved Capital position is shown at Appendix C and shows spend of £0.570M against the capital programme, and a forecast spend of £6.710M by 2020/21 year end.
- 4.11. A number of Capital bids have been received in addition to existing unapproved bids and these are attached at Appendix D for consideration. Detailed business cases will be brought to Cabinet for approval for the unapproved capital bids, following which they will be added to the approved programme.

Revenue Reserves Position

- 4.12. A summary of the reserves position is provided at Appendix E.
- 4.13. The reserves position includes the following assumptions:
 - Revenue Reserves would total an estimated deficit of £2.072M at the end of the MTFS if the relevant savings that have been identified are not achieved.
 - Capital Reserves of £13.357M are forecast by the end of 2024/25. These are used to support the current approved capital programme and will inevitably change year on year as and when new capital schemes are approved.

Treasury Strategy

4.14. The Treasury Strategy is included at Appendix G for approval.

Capital Strategy

4.15. The annual Capital Strategy setting out amongst other things, the Council's corporate priorities, capital investment ambition, available resources, affordability, capacity to deliver and risk appetite is attached at Appendix H.

5.0 Options considered and reasons for the recommendation

5.1. The 2020/21 budget and business plan has been prepared on the following basis which has guided the recommendation:

Council Tax: The budget proposals assume that Council Tax will increase by £5 for 2020/21 representing £209.48 at Band D. This also includes a small increase to reflect growth in housing numbers year on year.

Revenue Support Grant and New Homes Bonus: The New Homes Bonus is included within the budget and includes an additional £54K above the anticipated level. The updated MTFS projects the grant reducing year on year and ceasing after 2022/23.

Retained Business Rates: Since 2013/14, the Council has been allowed to retain a proportion of Business Rates. The budget estimate for 2020/21 is based on the Council's final NDR1 return. Risks surrounding business rates estimates are detailed below.

Fees and Charges: It is a Borough Council function to approve the budget framework and the council tax amount annually after other billing authorities have agreed their charges and in time for annual tax billing. The February Full Council meeting formally exercises this power. The Leader or the Cabinet is empowered to make changes to the Borough Council's fees and charges and to determine the Fees and Charges Schedule, provided the changes and the schedule are within the budget framework set annually by the Council. The Full Council approves the Fees and Charges Schedule annually. Details are provided in Appendix I.

Salary budgets: As previously mentioned, the 2020/21 budget assumes an overall increase of 4% for pay award, the living wage uplift, and those who are entitled to pay increments. Pension contributions have also been increased by 1.2% in line with the rates provided by Hampshire Pension Fund. The MTFS includes increase of 4% per annum for uplifts in salary costs.

6.0 Resource Implications

- 6.1. The budgets reflect the aspirations of the organisation for 2020/21 and have been built on the basis of delivering the Council services with the resources required to deliver those plans.

7.0 Legal Implications

- 7.1. It is a Borough Council function to approve the budget framework and the council tax amount annually. The February Full Council meeting formally exercises this power.

8.0 Risks

- 8.1. The 2020/21 Budget preparation has identified the following key corporate risks:

New Homes Bonus: In 2017/18, the government set its housing growth baseline, above which New Homes Bonus is applied, at 0.4%. This baseline has been maintained for 2020/21 but the Government has retained the option of making adjustments in future years in order to remain within the spending limits sets at the Spending Review in 2015. The technical consultation on the Government Finance Settlement has concluded and the results remain unchanged from the Provisional Settlement. The budget estimates reflect the current award communicated through the settlement information.

Business Rates: The Council experienced larger than forecast deficits on the business rates collection funds. This was largely due to a Government review of appeals provision calculation following the 2017 Revaluation. A continuing high level of appeals would require an increase in provision, reducing the Council's retained income.

- 8.2. The 2020/21 Business Plan preparation has identified the following key corporate risks:

Commercial contracts: A significant standing risk to the council is the risk of our contractors failing to deliver all or part of a contract, leading to non-delivery of services to our residents. There remains a robust process for monitoring our contracts including ensuring that our business continuity plans remain up to date and this will continue during 2020/21.

Staffing: Shortage of employees or appropriately skilled employees or loss of key staff remains a significant risk to the delivery of the business plans. There remains regular and on-going investment in staff, for example through our on-going leadership development programme

and availability of a corporate training programme. Going forward the council will strive to ensure that it offers staff an attractive benefits package in order to recruit and retain.

9.0 Consultation

- 9.1. The Budgets and Business Plans have been built in consultation with Directors, Heads of Service, budget holders and Portfolio Holders.

10.0 Communication

- 10.1. Subject to approval by Council, the Budgets and Business Plans will be published on the Council website.

11.0 Appendices:

Appendix A – 2019/20 Proposed Budget
Appendix B – MTFS projections
Appendix C – Capital Summary 2020/21
Appendix D – Capital Bids and current unapproved projects 2020/21
Appendix E – Reserves position 2020/21
Appendix F – CFO Statement
Appendix G – Treasury Management Strategy
Appendix H – Capital Strategy
Appendix I – Fees and Charges
Appendix J – Analysis of Business Rates Income and Expenditure 2020/21

Agreed and signed off by:

Monitoring Officer: 26/02/2020

S151 Officer: 26/02/2020

Director: 26/02/2020

Portfolio Holder: 26/02/2020

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Havant Borough Council
Draft Budget 2020-21

	2020/21 Estimate £ (000)
Director of Corporate Services	
5 Councils Staff and Contract	629
Head of Legal	392
Head of Organisational Development	1,293
Head of Programmes Redesign	2,990
Head of Customer Services	3,290
Head of Strategic Commissioning	4,231
Head of Finance	1,085
Head of Commercial Development	19
Director of Regeneration and Planning	
Head of Coastal Partnerships	135
Head of Neighbourhood Support	(302)
Head of Housing	352
Head of Planning	1,077
Head of Community Engagement	847
Head of Property	(1,439)
Head of Regeneration (South)	455
Other Operating I&E	853
Depreciation (paid at service budget level)	(1,104)
Total Cost of Services	14,803
Regeneration Investments	(339)
Capital Expenditure Charged to Revenue	127
Net Cost of Services	14,591
Business Rates Retention	(5,605)
Council Tax Demand on the Collection Fund	(8,642)
General Grants	
New Homes Bonus Grant	(902)
Other Financing	
Collection Fund (Surplus)/Deficit	77
Contributions to/(from) Earmarked Reserves	481
Contributions to/(from) General Fund Balance	
Funding	(14,591)

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Havant Borough Council
General Fund Summary
2020/21 to 2024/25 Medium Term Financial Strategy

	2020/21 Estimate £ (000)	2021/22 Estimate £ (000)	2022/23 Estimate £ (000)	2023/24 Estimate £ (000)	2024/25 Estimate £ (000)
Director of Corporate Services					
5 Councils Staff and Contract	629	483	483	483	483
Head of Legal	392	392	392	392	392
Head of Organisational Development	1,293	1,299	1,304	1,310	1,316
Head of Programmes Redesign	2,990	3,014	3,038	3,063	3,088
Head of Customer Services	3,290	3,359	3,431	3,504	3,578
Head of Strategic Commissioning	4,231	4,530	4,638	4,748	4,861
Head of Finance	1,085	879	892	905	918
Head of Commercial Development	19	16	13	10	7
Director of Regeneration and Planning					
Head of Coastal Partnerships	135	135	135	135	135
Head of Neighbourhood Support	(302)	(351)	(401)	(450)	(501)
Head of Housing	352	352	352	352	352
Head of Planning	1,077	1,077	1,077	1,077	1,077
Head of Community Engagement	847	847	847	847	847
Head of Property	(1,439)	(1,439)	(1,439)	(1,439)	(1,439)
Head of Regeneration (South)	455	455	455	455	455
Other Operating I&E	853	853	853	853	853
Depreciation	(1,104)	(1,104)	(1,104)	(1,104)	(1,104)
Total Cost of Services	14,803	14,797	14,966	15,141	15,318
Savings to be identified		(2,054)	(3,037)	(3,391)	(3,664)
Regeneration Investments (Meridian - net)	(339)	(486)	(483)	(479)	(477)
Salary inflation		356	727	1,112	1,513
Capital Expenditure Charged to Revenue	127				
Net Cost of Services	14,591	12,613	12,173	12,383	12,690
Business Rates Retention					
Business Rates	(4,667)	(3,415)	(3,483)	(3,553)	(3,624)
Business Rates Grants	(1,914)	(488)			
Levy Payment on Account	976				
Council Tax Demand on the Collection Fund	(8,642)	(8,859)	(9,082)	(9,310)	(9,543)
Collection Fund (Surplus)/Deficit	77				
General Grants					
New Homes Bonus Grant	(902)	(337)	(91)	0	0
Other Financing					
Reverse depreciation and REFCUS					
Contributions to/(from) Earmarked Reserves	481	486	483	479	477
Contributions to/(from) General Fund					
Balance					
Total Deficit/(Surplus)	(0)	(0)	0	(0)	(0)

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Havant Borough Council Capital Programme Summary Project	Carry forward from 2018/19	Budget 2019/20 £'000	Revised Budget 2019/20 £'000	Spend to Date £'000	2019/20 Unspent Budget to date	2019/20 Revised Forecast £'000		2020/21 £'000	2021/22 £'000	2022/23 £'000	2023/24 £'000	2024/25 £'000
Housing												
Disabled Facilities Grants		1,628	1,628	370	1,258	1,628		1,628	1,628	1,628	1,628	1,628
IT Equipment												
Processing and Management System		204	204	0	204	204		0	0	0	0	0
Asset Maintenance Management System		35	35	0	35	0		35	0	0	0	0
Building Control - Software		32	32	10	22	10		22	0	0	0	0
Southern Coastal		20	20	0	20			20	0	0	0	0
Vehicles and Equipment												
Pest Control Vehicles		30	30	0	30	0		0	0	0	0	0
Refurbishment of HBC equipped play areas		0	0	0	0	0		70	0	0	0	0
New Allotments		135	135	0	135	0		135	0	0	0	0
Land and Buildings												
HBC Plaza Development Phase 1		3,600	3,600	0	3,600	0		3,600	0	0	0	0
Meridian Centre		0	4,100	0	0	4,100		0	0	0	0	0
Barton Green Pavilion - Grant & s106		0	0	190	-190	0		0	0	0	0	0
Hayling Goose Refuge		0	0	0	0	0		225	0	0	0	0
Developer contributions		0	0	0	0	0		1,200	0	0	0	0
Grand Totals		5,684	9,784	570	5,114	5,942		6,935	1,628	1,628	1,628	1,628
Projected Capital Financing												
REFCUS (Revenue funded as Capital under Statute)		1,628	1,628	370	1,258	1,628		1,628	1,628	1,628	1,628	1,628
External Grants & Contributions		3,620	3,620	190	3,430			5,045	0	0	0	0
Use of Specific Reserves		271	271	10	261	214		127	0	0	0	0
Use of Capital Receipts		165	165		165	0		135	0	0	0	0
Borrowing Requirement		0	4,100		4,100	4,100		0	0	0	0	0
Revenue Funding		0	0		0	0		0	0	0	0	0
Total Projected Funding		5,684	9,784	570	9,214	5,942		6,935	1,628	1,628	1,628	1,628

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HBC capital bids 2020/21

Unapproved bids from 2019/20

Project	2019/20 (£000s)
Langstone Flood and Coastal Erosion Risk Management Scheme	718
Bus shelter replacement	70
Beach huts	150
Animal warden vehicle	32
Electric vehicle charge points at Plaza	15
Pest Control vehicles	48
Regeneration Strategy - subject to business cases	
Total	1,033

New bids

Project	2020/21 (£000s)
Warblington Farm nutrient neutrality project	584
New parking vehicles	35
Transformation (Digital)	220
Plaza replacement payment kiosk	20
Total	859

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Havant Borough Council

Analysis of Reserve Balances 2020/21 to 2024/25

Capital Reserves	Balance 01/04/2019	Estimated Movements in Reserves 2020/21	Estimated Movements in Reserves 2021/22	Estimated Movements in Reserves 2022/23	Estimated Movements in Reserves 2023/24	Estimated Movements in Reserves 2024/25	Balance 31/03/2025
	£'000	£'000	£'000	£'000	£'000	£'000	£'000
Usable Capital Receipts Reserve	1,384	(135)	0	0	0	0	1,249
Capital Grants & Unapplied Contributions	4,830	0	0	0	0	0	4,830
Community Infrastructure Levy & Developer Contributions Unapplied	7,278	0	0	0	0	0	7,278
Total Capital Reserves	13,492	(135)	0	0	0	0	13,357

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	Balance 01/04/2019	Estimated Movements in Reserves 2020/21	Estimated Movements in Reserves 2021/22	Estimated Movements in Reserves 2022/23	Estimated Movements in Reserves 2023/24	Estimated Movements in Reserves 2024/25	Balance 31/03/2025
	£'000	£'000	£'000	£'000	£'000	£'000	£'000
General Fund - earmarked	823	(127)	0	0	0	0	696
Legal Reserve	385	0	0	0	0	0	385
Insurance Reserve	653	0	0	0	0	0	653
Capital Reserve	13	0	0	0	0	0	13
Restructuring Reserve	418	0	0	0	0	0	418
Financial management Reserve	0	0	0	0	0	0	0
Grants Reserve	0	269	0	0	0	0	269
Regeneration Reserve (Meridian)	0	339	0	0	0	0	339
Total Earmarked Reserves	2,292	481	0	0	0	0	2,773

	Balance 01/04/2019	Estimated Movements in Reserves 2020/21	Estimated Movements in Reserves 2021/22	Estimated Movements in Reserves 2022/23	Estimated Movements in Reserves 2023/24	Estimated Movements in Reserves 2024/25	Balance 31/03/2025
	£'000	£'000	£'000	£'000	£'000	£'000	£'000
C/f			7,301	5,247	2,210	(1,181)	
General Fund	7,301	0	(2,054)	(3,037)	(3,391)	(3,664)	(4,845)
Total	7,301	0	(2,054)	(3,037)	(3,391)	(3,664)	(4,845)

STATEMENT ON THE GENERAL FUND BUDGET PROPOSALS BY THE CHIEF FINANCE OFFICER

1. Background

Section 25 of the Local Government Act 2003 requires the Chief Finance Officers to report to their authorities about the robustness of estimates and the adequacy of reserves when determining their precepts. Authorities are required to consider their Chief Finance Officer's report when setting precepts.

2. Summary Opinion

Having considered and taken into consideration the issues detailed within the report, I am able to give a positive opinion on the robustness of the estimates and the adequacy of financial reserves for 2020/21.

This opinion is based on the draft budget proposals to be presented to Cabinet in February 2020. Should any of the assumptions currently included within the proposals change substantially then this opinion will require review.

3. Robustness of the Estimates

Estimates Procedures and Processes

In providing a positive opinion on the robustness of the Estimates and Council Tax procedures I have relied on the assumptions and factors as detailed within the Budget report. These include well established and tested process and procedures and in this financial year a further layer of challenge and risk analysis has been introduced with the Challenge Boards. I can therefore confirm that I am satisfied that the Council has robust procedures in place.

These procedures will be reviewed regularly, in particular in light of the continuing public sector spending constraints.

4. Determination of the level of resources available.

The New Home Bonus for 2020/21 exceeded expectation by £54,000.

5. Affordability of Spending Plans

In assessing this issue the following factors have been taken into account:

- The level of Council Tax considered acceptable both locally and nationally – the Government has agreed Councils can uplift Council Tax by the higher of 2% or £5 and the Cabinet is making the recommendation for 2020/21 of implementing a £5 uplift.

- The budget process for 2020/21 has been based on council strategic priorities and service business plans.

6. Advice on the level of reserves

The estimated level of the General Fund Reserve at March 2021 is £7.301M. The General Reserve is set aside to smooth the impact of unexpected events and emergencies. The Council has robust monitoring and reporting in place and is key to managing any future financial risk which may arise.

An analysis of earmarked reserves held by the Council has shown that the level currently held in these reserves remains adequate to meet the commitments and forecast expenditure.

7. Key Budget Risks

There are a number of risks which have been highlighted within the main report and with Appendix B, the majority of these are associated with cost reductions and efficiency savings by departments. Robust monitoring and reporting will help to mitigate any risk of failing to deliver these financial targets

Havant Borough Council

Treasury Management Strategy, Minimum Revenue Provision Strategy and Annual Investment Strategy

1. The CIPFA Treasury Management Code of Practice

- 1.1 The Treasury Management and Investment Strategy has been set in accordance with the CIPFA Prudential and Treasury Management Codes 2017. The code was updated to respond to an increase in the level of Commercial investment by Local Authorities and concerns raised that Councils should define risk appetite and assess the risks and rewards of significant investments on a long-term basis, rather than the three to five-year time frames that were typically used for decision making.
- 1.2 The Council is required to approve a Treasury Management Strategy which establishes the investment and borrowing activities for the Council. The Council's approach to Treasury Management is in accordance with the Cipfa Code of Practice, which requires a three year strategy to be agreed annually.
- 1.3 The Prudential Code for Capital requires the Council to set Prudential Indicators for Treasury Management and Capital Expenditure. These are linked to the Strategy and are set out at the end of this document.
- 1.4 The Prudential Code expresses concern that commercial activities should be proportional to a local authority's overall resources and that Local authorities should also engage appropriate expertise to ensure that members are well-informed before making such investment decisions.
- 1.5 The Council is also required to make an annual Policy statement on making Minimum Revenue Provision (MRP) for borrowing, together with the consideration of prudent provision in future financial years.
- 1.6 The Council is required to produce an annual Capital strategy which should specifically set out parameters around Investment.
- 1.7 The Council delegates responsibility for the monitoring and scrutiny of treasury activity to the Audit Committee, and delegates responsibility for implementing and administering the strategies, policy and procedures to the Chief Finance Officer.

2. Treasury Management Policy 2020/21

- 2.1 The Council's may acquire property sites for strategic, operational and investment purposes, any expenditure outside existing capital receipts available may require the Authority to borrow further money. The proposed policy for managing borrowing to finance such expenditure is to borrow short term, or through the Public Works Loan Board, monitoring interest rates closely in order to switch to longer term fixed rate borrowing where analysis of market rates suggests this may be appropriate.
- 2.2 Property acquisitions prior to 2017/18 have been financed through surplus cash. However, this cash is intended to support reserves and General Fund in the longer term and the minimum liquidity has now been reached.

- 2.3 Following the 0.25% increase in Base Rate in August 2018, market indications suggest that there could be further base rate increases in the short term as the Bank of England seek to mitigate increases in inflation that is currently being experienced.
- 2.4 In addition, in October 2019, HM Treasury instructed the Public Works Loan Board to increase loan rates by one percentage point meaning the typical rate for a loan is now 2.8% rather than 1.8%.

Economic Factors

- 2.4 Factors that influence the Council's Treasury Management Strategy include the Council's overall level of resources, medium term spending plans and the need to finance the future cost of services. It is also influenced by the state of the economy in general, the outlook for interest rates and the credit risk environment.
- 2.5 The Treasury strategy is linked to the Council's medium term financial plans, and are reflected in a net interest cost or yield in the Council's budget. The net cost/yield estimates are updated regularly through the budget setting process and in year forecasting.
- 2.6 The Council's investment strategy gives scope to invest in approved instruments outlined in the approved lending/borrowing list (Schedule 3), but investments in banks and building societies are limited to high quality counterparties only. The outcome of Brexit could lead to changes in the rating assessments of UK financial institutions and it may be prudent for the Council to revisit the approved lending/borrowing list should strategic investment decisions change

Prudential Indicators

- 2.7 The Prudential Indicators were established as part of the Local Government Act 2003 through the Prudential Code. The Code requires the Council to produce indicators to demonstrate that capital financing is prudent, sustainable and affordable. Local authorities must undertake financial planning for periods longer than the three years required for prudential and treasury indicators. The Capital Programme provides the basis for this. The indicators are set out at the end of this document.

MRP Policy

- 2.8 The Council is required to calculate an amount in relation to its borrowing, and charge this amount as Minimum Revenue Provision to its Income & Expenditure Account in respect of borrowing repayment. The Policy is set out at Schedule 4 to the Treasury Management Strategy.

Officer Approval Limits

- 2.9 The power to approve the acquisition of properties meeting the Council's investment criteria be delegated to any Executive Director, in consultation with the Leader and the Section 151 Officer.

Risk Management

- 2.10 Minimisation and mitigation of risk is a key aspect of treasury management activity. Capital expenditure bids are subject to detailed business cases and lending and investment lists are updated during the financial year.

- 2.11 The Finance Team carry out their duties in accordance with internal controls to ensure any day to day investment decisions are made in accordance with the Treasury Management Strategy.
- 2.12 The CFO reports on Treasury activity as part of the monthly financial monitoring.
- 2.13 The Governance and Audit Committee will be responsible for the scrutiny of Treasury Management activity & practices.

SCHEDULE 1 – TREASURY MANAGEMENT STRATEGY

The Authority has adopted the Chartered Institute of Public Finance and Accountancy's Treasury Management in the Public Services: Code of Practice 2017 Edition (the CIPFA Code), which requires the Authority to approve a treasury management strategy before the start of each financial year. In addition, the Department for Communities and Local Government (CLG) issued revised Guidance on Local Authority Investments in February 2018 that requires the Authority to approve an investment strategy before the start of each financial year.

This report fulfils the Authority's legal obligation under the Local Government Act 2003 to have regard to both the CIPFA Code and the CLG Guidance. The Authority is proposing to borrow substantial sums of money and, as a result, may be exposed to financial risks arising from changing interest rates.

The successful identification, monitoring and control of risk are therefore central to the Authority's treasury management strategy.

Havant Borough Council's context

Havant Borough Council anticipates that, by 31 March 2020, £37m will be invested in short term accounts, with no longer term deposits maturing beyond 12 months. There was external borrowing in place as at January 2020 of £3.5m, which represents the balance of PWLB borrowing for the refurbishment of the Plaza.

The underlying need to borrow is measured by the Council's Capital Financing Requirement (CFR). The CFR is anticipated to increase as a result of the Council's desire to build its investment property portfolio, and investment in Leisure facilities over the period of the Medium Term Financial Strategy (MTFS).

Borrowing Strategy

The Council will adopt a flexible approach to borrowing in consultation with Treasury Management advisors, and will keep under review the following borrowing sources:

- Internal borrowing (borrowing against future revenue budgets)
- PWLB
- Other Local Authorities
- Finance Leasing
- Brokers for short term financing

Exposure to short dated/variable rate borrowing will be reviewed by reference to the difference between variable rate and longer term borrowing costs. A significant change in this difference will trigger a review of borrowing strategy to determine whether a switch to longer term rates is made or whether exposure to short term rates is maintained.

Capital Finance can also be raised through other debt liabilities, including Finance Leases, Private Finance Initiatives, Sale & Leaseback, or LGA Bonds. Any decision to raise finance through these methods will be subject to appraisal and a separate report to Cabinet.

The Council may take advantage of debt rescheduling (the repayment of loans before maturity to allow replacement with new loans) where it is expected to create a cost saving or significantly reduce interest rate risk to the Council.

Investment Strategy

The Council's overriding objective in relation to the investment of cash is the security of the capital invested, followed by the liquidity of investment. The Council aims to maximise yield given these parameters.

Investments are categorised as specified or non-specified investments. Specified investments are sterling denominated investments maturing under 1 year, and non-specified investments are effectively anything else.

The CFO has discretion to make investments outside of the Lending list on the advice of appropriate Treasury Advisors. Institutions may be added or removed from the list if credit ratings improve or deteriorate below the thresholds outlined on the List.

Overnight funds are held in an overnight fund provided by the Council's bank. Consideration will be given to Money Market Funds in 2019/20 as an alternative to the overnight account, and may be utilised if the CFO is satisfied with the level of risk.

The Council will arrange short term investments through brokers, in order to ensure transactional security and to promote competition to enhance returns. The approved brokers are:

- ICAP Europe Ltd
- Prebon Marshall Yamane UK Ltd
- Tradition UK
- RP Martin

Interest Rate Forecasts

The Council formulates a view on interest rates as part of the budget setting process. This view is formulated on the basis of the Office for Budgetary Responsibility forecasts used for the Autumn Statement. The current view is that interest rates are likely to increase in 2020, and that increases beyond this would be incremental. Although there are inflationary pressures, and the weakening of Sterling since 2016, there is also uncertainty as to how Brexit negotiations will affect the wider economy. The annual FT survey on base rate expectations demonstrates a mixed view over when interest rates will change over the next 12 months. The table below details interest rate forecasts provided.

The table below details interest rate forecasts provided.

	2019/20				2020/21			
	Qtr 1	Qtr 2	Qtr 3	Qtr 4	Qtr 1	Qtr 2	Qtr 3	Qtr 4
OBR Forecast	0.8%	0.8%	0.8%	0.8%	1.1%	1.1%	1.1%	1.1%

It is important to note that although the base rate has changed, the rates that we can get on our investments are based on the London Interbank Offer rate, which fluctuates depending on other market factors. This explains the differing rates of return of our current investment portfolio.

Creditworthiness Policy

The Council monitors the creditworthiness of the counterparties used. The Council's lending list contains only counterparties of high credit quality. Credit quality is assessed through the size of the asset base of the counterparty, and the credit ratings awarded by independent credit rating agencies such as Fitch.

The asset base of counterparties is monitored on an annual basis when the Statement of Accounts for each counterparty is issued. Credit ratings are regularly monitored and are verified prior to investments being made.

Credit ratings of counterparties are available from credit agencies (Fitch, Standard & Poor, and Moody's). Advice on the credit worthiness of counterparties is also obtained from the Council's Treasury advisors.

If a counterparty on the current lending list is found to be of insufficient credit quality, the Council will not engage with that counterparty until it is satisfied that credit quality has improved. Treasury officers continue to monitor counterparties that are not currently on the lending list, and will add counterparties of high credit quality to the lending list in consultation with the Portfolio Holder for Finance.

The Council has not invested outside the United Kingdom since 2006, and currently no foreign counterparties are contained within the list (with the exception of Santander UK Plc, which is a UK bank under Spanish ownership). Foreign counterparties are monitored, and if sufficient credit quality is proved, may be added to the list in consultation with the Portfolio Holder for Finance.

Sole reliance will not be placed on credit ratings. The Council will continue to monitor reports in the press, market data and information on government support when reviewing credit worthiness. All counterparties on the long-term lending list are also covered by the government's Credit Guarantee Scheme.

All Long Term Investments will be carried out in consultation with the Finance Portfolio Holder and the S151 Officer.

Treasury Limits and Prudential Indicators 2018/19 to 2024/25

The revised CIPFA Code of Practice on Treasury Management and the Prudential Code for Capital Finance, in accordance with Section 3 of the Local Government Act 2003, require the Council to determine and review the level of borrowing that it can afford.

The Codes require a number of indicators to be formally set, on a rolling basis, for 2018/19 actuals and the following three years. The Council must have regard to the following when setting these indicators:

- Service Objectives
- Stewardship of Assets
- Value for Money
- Prudence and Sustainability
- Affordability and Practicality

The purpose of these indicators is to ensure that total capital investments and, in particular, the effect of these investments on the Council Tax level is 'acceptable'.

The Prudential Indicators set for 2020/21 are shown in Schedule 2 below. An explanation is provided for each indicator.

SCHEDULE 2 - PRUDENTIAL INDICATORS

1) Ratio of Financing Costs to Net Revenue Stream

The actual ratio for 2018/19, and estimated ratios for 2020/21 to 2024/25 are provided below.

	2018/19 Actuals	2019/20 Budget	2019/20 P9 Estimate	2020/21 Forecast	2021/22 Forecast	2022/23 Estimate	2023/24 Estimate	2024/25 Estimate
	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000
Interest Payable	150	138	104	134	130	126	122	121
Interest Receivable	(71)	(55)	(41)	(55)	(55)	(55)	(55)	(55)
Investment Income	0	0	0	(550)	(550)	(550)	(550)	(550)
MRP (include finance leases)	154	156	117	240	244	247	251	253
	234	239	179	(231)	(231)	(232)	(232)	(231)
RSG/NNDR	4,611	5,023	3,767	5,605	3,903	3,483	3,553	3,553
Collection Fund	8,115	8,324	6,243	8,642	8,859	9,082	8,859	9,082
Other non-ringfenced grants	0	0	0	0	0	0	0	0
New Homes Bonus Grant	1,788	1,587	1,190	902	337	91	0	0
	14,515	14,934	11,201	15,149	13,099	12,656	12,412	12,635
Ratio as a Percentage	0.02	0.02	0.02	(0.02)	(0.02)	(0.02)	(0.02)	(0.02)

The ratio is calculated by comparing the financing cost of all borrowing with the revenue stream through Council Tax, general grants and Retained Business Rates. It increases as the level of borrowing increases year on year while government and tax revenues reduce. The cost of finance associated with this borrowing is more than covered by the revenues attached to investment income.

2) Approved Capital Expenditure

The Capital Expenditure estimates are summarised below. The estimates come from approved schemes in the Capital Budget, which is to be agreed by Council in February 2020.

Capital Expenditure	2019/20 Original Estimate	2019/20 Revised Estimate	2020/21 Estimate	2021/22 Estimate	2022/23 Estimate	2023/24 Estimate	2024/25 Estimate
	£'000	£'000	£'000	£'000	£'000	£'000	£'001
Capital Expenditure	5,684	5,942	6,935	1,628	1,628	1,628	1,628
Capital Financing	5,684	1,842	6,935	1,628	1,628	1,628	1628
Borrowing Requirement	0	4,100	0	-	-	-	-

Note – the 2017/18 to 2020/21 figures above include property purchases

3) The Maturity Structure of Fixed Rate Borrowing

The below table demonstrates the value of principal repayments repayable.

	2019/20 Budget £'000	30/09/2019 Actual £'000
Under 12 months		95
12 months to 2 years		99
2 years to 5 years		321
5 years to 10 years		629
10 years to 20 years		1605
20 years to 30 years		647
30 years to 40 years		0
40 years to 50 years		0

4) The Capital Financing Requirement

The Capital Financing Requirement (CFR) is used to assist in deciding whether capital expenditure is affordable, by measuring the underlying need to borrow. The indicator is calculated by matching fixed assets and projected capital expenditure to capital resources applied. The difference between the two, if positive, represents total capital expenditure financed by borrowing. The definition of unfinanced capital expenditure includes finance leases and PFI arrangements. Long Term borrowing should not, except in the short term, exceed the CFR.

Capital Financing Requirement (CFR)	2019/20 Original	2019/20 Revised	2020/21 Estimate	2021/22 Estimate	2022/23 Estimate	2023/24 Estimate	2024/25 Estimate
Opening CFR	9,623	9,623	13,567	13,326	13,082	12,835	12,584
Unfinanced Capital Expenditure	0	4,100	-	-	-	-	-
MRP	(157)	(156)	(241)	(244)	(247)	(251)	(253)
Closing CFR	9,466	13,567	13,326	13,082	12,835	12,584	12,584
Long Term Borrowing	3,443	8,850	8,753	8,652	8,547	8,438	8,329
Over/(Under) Borrowing	(6,023)	(4,717)	(4,573)	(4,430)	(4,288)	(4,146)	(4,255)

4) Authorised Limit for External Debt

To ensure good cashflow management, there is occasionally a need to borrow in the short term. Authority for any such borrowing is delegated to the S151 Officer. There are some circumstances where long term borrowing to support the Capital Programme is required to finance major capital

projects or investment property purchases. The long-term limits set in this report are based on the projected Capital Financing requirement over the period of the Medium Term strategy, and will be the maximum permissible amount of total borrowing. Other Long-Term Liabilities are deposits held by the Council and relate to the Woolmer industrial estate.

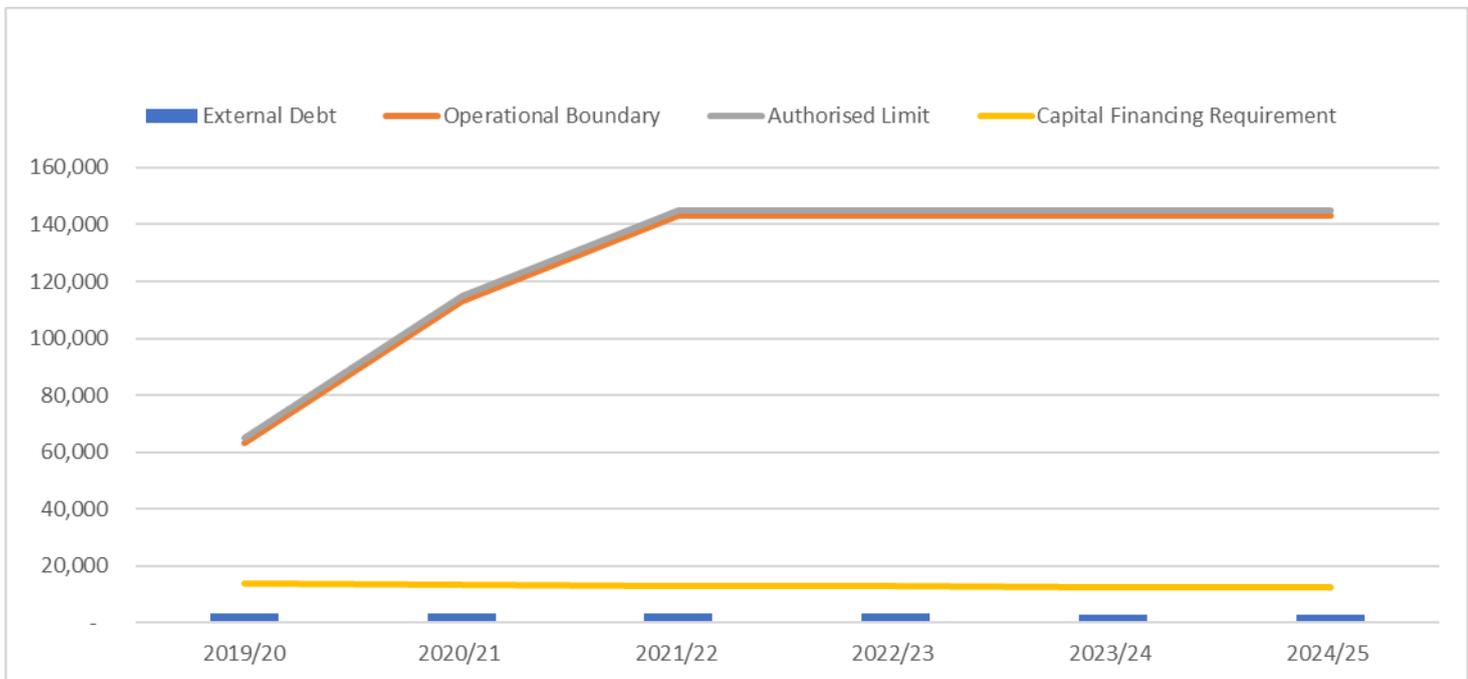
	2019/20 £'000	2020/21 £'000	2021/22 £'000	2022/23 £'000	2023/24 £'000	2024/25 £'000
Borrowing Authorised Limit	65,000	115,000	145,000	145,000	145,000	145,000
Other Long Term Liabilities	748	748	748	748	748	748

TREASURY MANAGEMENT INDICATORS

1) Operational Boundary for External Debt

The purpose of this indicator is to serve as a warning that the authorised limit for external debt is close. It has been set at £2M below the authorised limit.

	2019/20 £'000	2020/21 £'000	2021/22 £'000	2022/23 £'000	2023/24 £'000	2024/25 £'000
Borrowing Operational Limit (Up to 1 Yr)	63,000	113,000	143,000	143,000	143,000	143,000
Other Long Term Liabilities	748	748	748	748	748	748



2) Interest Rate Exposures

Setting upper limits for variable and fixed interest rates provides a range in which the authority manages exposure to fixed and variable interest rates. Although fixed rates bring security to long term returns, variable rate investments can give the flexibility to maximise returns when interest rates are expected to increase. The indicators set will allow this flexibility.

Upper Limit for Fixed Rate Exposure

2018/19 Actuals £'000	2019/20 Estimate £'000	2020/21 Estimate £'000	2021/22 Estimate £'000	2022/23 Estimate £'000	2023/24 Estimate £'000	2024/25 Estimate £'000
100%	100%	100%	100%	100%	100%	100%

Upper Limit for Variable Rate Exposure

2018/19 Actuals £'000	2019/20 Estimate £'000	2020/21 Estimate £'000	2021/22 Estimate £'000	2022/23 Estimate £'000	2023/24 Estimate £'000	2024/25 Estimate £'000
100%	100%	100%	100%	100%	100%	100%

3) Total Principal Sums invested

The Prudential Code requires authorities to establish long term limits on principal sums invested in long term investments. The purpose of this indicator is to ensure that a good maturity profile of investments is maintained.

Term of Investment	Total Value £M
Within 1 Years	37
Between 1 and 2 Years	0
2+ Years	0

Schedule 3 - Borrowing and Lending List 2020/21

Sector Credit Rating	Institution	Maximum duration	Maximum amount (applies to group as well as individually)
	RBS Group		
Blue	Royal Bank of Scotland	364 Days	Lower of £3 million or half of total investments
Blue	National Westminster Bank	364 Days	Lower of £3 million or half of total investments
	Lloyds Group		
Orange	Bank of Scotland	364 Days	Lower of £5 million or half of total investments
Orange	Lloyds Bank	364 Days	Lower of £5 million or half of total investments
	Other Institutions		
Orange	HSBC Bank	364 Days	Lower of £5 million or half of total investments
Red	Standard Chartered Bank	6 months	Lower of £5 million or half of total investments
Red	Barclays	6 months	Lower of £5 million or half of total investments
Red	Santander	6 months	Lower of £3 million or half of total investments
Red	Abbey National Treasury Services	6 months	Lower of £3 million or half of total investments
Red	Close Brothers	6 months	Lower of £5 million or half of total investments
Red	Goldman Sachs International Bank	6 months	Lower of £5 million or half of total investments
	Building Societies		
Red	Nationwide Building Society	6 months	Lower of £3 million or half of total investments
Red	Coventry Building Society	6 months	Lower of £5 million or half of total investments
Green	Leeds Building Society	100 Days	Lower of £5 million or half of total investments
Orange	UBS	364 Days	Lower of £5 million or half of total investments
Green	Skipton	100 Days	Lower of £3 million or half of total investments
Green	Yorkshire	100 Days	Lower of £5 million or half of total investments

Supplementary to the above, investments may be placed under the following criteria:

NatWest Call Account - Up to £5 million may be invested in the National Westminster SIBA account subject to the group maximum and the 50% rule (BLUE rated)

Central Government - Unlimited investments may be placed in the government's Debt Management Office

Local Authorities - Up to £5 million may be invested with any other Local Authority subject to the group maximum and 50% rule (assuming a RED rating for all LAs)

Long term investments will be at the discretion of the Chief Finance Officer.

NO INVESTMENT IS CURRENTLY UNDERTAKEN WITH FOREIGN BANKS

Key to Risk ratings used for Lending List:

Yellow = Stable Outlook, maximum recommended duration 60 months Purple = Negative outlook maximum recommended duration 24 months Blue = Negative watch maximum recommended duration 12 months Orange = Positive watch maximum recommended duration 12 months Red = Evolving Outlook maximum recommended duration 6 months Green = Evolving Watch maximum recommended duration 100 Days White = Rating withdrawn maximum recommended duration 0 months

Schedule 4 – Minimum Revenue Provision Policy 2020/21

MRP on Finance Leased assets prior to 2017

The Council holds assets which are financed through a Finance Lease, as defined by International Financial Reporting standards. Where assets are financed in this way, MRP is charged over the life of the asset or, where this is not practical, over the life of the lease.

Prudential Code debt incurred in the year 2019/20 and onwards in relation to income generating property acquisitions

The Council will calculate the amounts for MRP for 2019/20 by applying an annuity formula incorporating a PWLB long-term borrowing rate, commensurate in duration to the estimated life of the item purchased/built to the apportionment of the value attributed to each financial year's opening CFR in relation to such income generating capital expenditure where the item purchased/built is expected to have a life of up to 50 years or more.

Prudential Code debt incurred in the year 2017 onwards in relation to Leisure Centres and other operational assets

The Council will apply the following methodology for MRP in relation to the Leisure Centre build:

- Annuity method (Asset life) - Annuity method, which works on the basis of a mortgage type repayment extended over the lifecycle of the asset. MRP Commencement on operational properties will be postponed until the financial year after asset becomes operational.
- Borrowing where timing differences arise between spend and future capital receipts; MRP will be charged in the year in which capital receipts are received
- Internal Borrowing; MRP repayment on internal borrowing will be offset against savings or income generated in the Income & Expenditure Account as a direct result of the investment. Repayment schedules will be confirmed prior to internal borrowing commencing.

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Capital Strategy

Havant Borough Council

2020/21 to 2024/25

1.0 Introduction

1.1 The Capital Strategy is a key policy document for the Council and provides guidance on the Capital Programme and the use of capital resources and Asset Management Plans. The strategy reflects the links to other Council plans, in particular the Regeneration Strategy approved by Council on 7th November 2018, as well as the Medium Term Financial Strategy (MTFS). The Capital Strategy is written following guidance included in the Prudential Code (2017) and is required to be approved by Full Council.

The objectives of the Capital Strategy are to:

- Provide an overview of the governance process for approval and monitoring of capital expenditure;
- Provide a longer-term view of capital expenditure plans;
- Provide an overview of asset management planning;
- Provide expectations around debt and use of internal borrowing to support capital expenditure;
- Define the authority's approach to commercial activities including due diligence and risk appetite;
- Defines the available knowledge and skills to the authority in relation to capital investment activities.

1.2 Capital spending is strictly defined and is principally incurred in buying, constructing or improving physical assets such as buildings, land and vehicles, plant and machinery. It also includes grants and advances to be used for capital purposes. The Council's policy on capitalisation is included in the Accounting Policies of the Statement of Accounts. The policy states that only assets with a value over £15,000 will be capitalised and therefore expenditure under these limits is deemed to be a revenue cost.

1.3 Evaluation and Monitoring of Capital Projects

The Council has a Programmes and Projects Board whose purpose is:

- to act as the Corporate Board for strategic//key corporate projects contributing to the delivery of the Corporate Strategy;
- to monitor the progress of the council's strategic/key corporate projects; including governance arrangements;
- to review and consider resourcing issues on projects.

The function of the board is to be accountable for the success of the key projects which contribute to the delivery of the Corporate Strategy. A “Strategic Project (also known as a “Key Corporate Project”) is defined as – any project which Executive Board have deemed to require strategic oversight and is tracked on the “Strategic Project” list maintained by the Board.

Project Board will be responsible for ‘live’ projects. Any Corporate Project that requires approval will go through the usual mechanism of Executive Board – Cabinet – and/or Council. Once a Corporate Project is approved (including funds) then a decision will be made by Executive Board on whether the project should be managed through Project Board.

In line with Prince 2 management standards, the Programmes and Project Board will:

- Consider recommendations from the projects and provide strategic oversight to ensure continued fit with the business strategy for the Council
- Approve major plans and any major changes on key projects including invocation of Exception status where projects are not progressing to plan
- Allocate corporate funding and resources to key projects
 - Ensure corporate-wide communication relating to key projects is relevant and timely
 - Ensure appropriate governance and project assurance is in place for key projects and risks are being appropriately monitored and escalated where necessary.

The Programmes and Projects Board will link with the project management structures for each key project. The Business Solutions Unit will ensure appropriate and complementary project governance structures are in place, in line with Prince 2 management standards, to avoid confusion regarding roles and responsibilities. Prince 2-based templates for projects and programmes will be the standard reporting tools for all projects.

The Programmes and Project Board will comprise of ‘Accountable’ and ‘Supporting’ Officers. Supporting Officers attend to offer support and guidance in their respective areas, but will have no voting rights as part of the decision making process. Decisions will only be agreed by Accountable officers, being:

Chief Executive

Chief Finance Officer and Director of Corporate Services

Service Director for Regeneration and Place

1.4 **Current Asset Portfolio**

The Council holds an investment portfolio that supports both its operational activities and non-operational activities from which it receives an element of rental income. For the year ended 31 March 2019 the value of investment property rental income £1.245M which represents a gross yield of 4.8% on the value of the investment property assets held.

Asset Category	Valuation 31/03/19 £000	Rental Income £000
Investment Property	26,055	1,245
Property Plant and Equipment	62,318	
TOTAL	88,373	1,245

The rental income it receives is used to support Council services and represents 7.7% of the total income it receives.

Investment Property (Non-Operational)

These assets include Industrial Estates, land held for capital appreciation and rental income.

Property, Plant & Equipment

These are operational properties, land, vehicles, infrastructure and community assets that are used to deliver council services and include Council

2.0 **Financial Principles supporting the Capital Strategy**

2.1 Capital expenditure is to be incurred in line with Financial Procedure Rules as follows:

- The Chief Finance Officer is responsible for ensuring that a capital programme is prepared for consideration by the Cabinet before submission to Full Council. New Capital projects should be identified by Heads of Service to the Chief Finance Officer, as part of the Budget Planning Process, for inclusion in the Capital Programme.

- Capital schemes may only be committed after:
 - An assessment in the agreed standard format including an estimate of the associated revenue expenditure and income has been approved by the Cabinet; and
 - Appropriate finance has been made available.
- Where it appears that any scheme in the capital programme will be overspent by a sum of £50,000 or more a report shall be made to the Cabinet. The Chief Finance Officer will advise the Cabinet whether or how requests for additional capital finance can be achieved within the overall capital programme. The Chief Finance Officer is authorised to approve virements within the capital programme as outlined in Standing Order 63.

2.2 The key principles to be applied to the Capital Strategy are set out below:

- Capital resources are held corporately and are allocated according to the priorities set out in the Corporate Strategy (i.e. there is no automatic ring-fencing of resources for specific purposes);
- Capital receipts will be allocated in accordance with Council priorities;

- The Council will seek to maximise the use of grants and external funding;
- The Council is committed to deliver capital investment with partners to maximise benefits where this fits with Council priorities;
- Redirection of capital resources from one project to another will be contained within existing budgets, unless increases can be justified through the budget process;
- Capital budgets are generally cash-limited i.e. no provision is made for inflation which effectively means that over time there is a real reduction in the value of resources allocated to specific capital projects;
- Review of capital financing decisions which will likely have a revenue budget impact due to lack of capital resources (E.g. through reprofiling of capital receipts and borrowing);
- Revisit the Asset Management Plan to see if any asset can be sold;
- In order to reduce the exposure of the council to a borrowing requirement the following steps should continue to be examined:
 - Fundamental review of existing capital programme to ensure that schemes are still required and are accurate;
 - Maximisation of the use of grants and contributions from external sources;
 - Providing a recurring revenue contribution to the capital programme;
 - Invest to save schemes that can repay the capital investment over a period of time.

Capital Investment Assumptions:

- The current capital programme uses a combination of financing including capital receipts, grants & contributions, reserves and borrowing.
- The 2020/21 proposed capital programme includes the projects outlined in the Regeneration Strategy approved at Council in November 2018 where business cases have been approved.
- The Strategy covers key regeneration areas in the borough:
 - Town Centre Redevelopments
 - Havant Strategic Employment Sites
 - Hayling Island Seafront

2.3 Havant Borough Council Corporate Strategy and Other Council Strategies, Plans and Policies

The Corporate Strategy forms part of the Policy and Budgetary Framework for the Council. These frameworks work together to create the strategic framework.

The Capital Strategy must both support and inform the Council's vision for the Havant area and the strategic direction set out in the Corporate Strategy. This is to enable resources to be matched against the agreed priorities and any other supporting needs.

The Capital Strategy takes account of other Council Plans and Strategies of the Council, which have a potential impact on the use of resources by the Council. Particularly consideration is given to the following key strategies:

- The Medium Term Financial Strategy, which provides information on the proposed revenue budget and considerations that will impact on future budgets.
- The Treasury Management Strategy, Investment Strategy and Minimum Revenue Provision Strategy, which sets out the assumptions for financing requirements and interest rates and their effect on the revenue budget.
- Local Plan/Local Development Framework.
- Regeneration Strategy.
- There are also a number of strategies, which set out policy direction for other key Council priority areas.
- Service Business Plans will be used to inform the budget setting process and identify key strategic and operational objectives and the resources required to deliver those.

3.0 Capital Expenditure

3.1 Capital Investment Priorities

The Capital Strategy needs to ensure that any capital investment decisions are both affordable and achieve the priorities as set out in the Havant Corporate Strategy; any such investment in assets is likely to have implications on the revenue budget.

The Capital Strategy must therefore recognise the implications of capital investment decisions and ensure that they are in line with Council priorities and financing requirements are robustly evaluated and understood.

The capital programme does not currently include provision for investment to progress the regeneration in the Havant borough as it will be subject to individual business case approval. However, other capital investment opportunities may present themselves over the lifetime of the MTFs, and each will be subject to further business cases on investment opportunities and the benefits that could be made from those investments.

In recognition of the Council's prioritisation of regeneration, staff resources to deliver the approved programme will be strengthened through the establishment of a new team to deliver the Council's Regeneration Strategy (subject to Budget Council approval). More generally, resources will need to be reviewed on an ongoing basis, to ensure successful delivery.

All business cases will be subject to the usual due diligence to ensure that they afford the best value for money for the Council, align with its core priorities and do not expose the Council to unnecessary risk that could put future delivery of services in jeopardy.

3.2 Capital Expenditure Forecasts

The Council's forecasts for the period 2020/21 to 2024/25 are shown below. Note that this does not include new capital bids for 2021/22 onwards which are still subject to approval.

Havant Borough Council Capital Programme Summary Project	2019/20 Revised Forecast £'000		2020/21 £'000	2021/22 £'000	2022/23 £'000	2023/24 £'000	2024/25 £'000
Housing							
Disabled Facilities Grants	1,628		1,628	1,628	1,628	1,628	1,628
IT Equipment							
Replacement of Noise Monitoring Equipment	-		-	-	-	-	-
Processing and Management System	204		-	-	-	-	-
Asset Maintenance Management System	-		35	-	-	-	-
Building Control - Software	10		22	-	-	-	-
Southern Coastal			20	-	-	-	-
Vehicles and Equipment							
Pest Control Vehicles	-		-	-	-	-	-
Refurbishment of HBC equipped play areas	-		70				
New Allotments	-		135	-	-	-	-
Land and Buildings							
HBC Plaza Development Phase 1	-		3,600	-	-	-	-
Meridian Centre	4,100						
Barton Green Pavilion - Grant & s106	-		-	-	-	-	-
Developer contributions	-		1,200				
Grand Totals	5,942		6,710	1,628	1,628	1,628	1,628

3.3 **Current Resource Forecasts**

The Council's capital programme will be financed (or paid for) through a variety of sources and the Chief Finance Officer will make recommendations on the most effective way of financing the Capital Programme to optimise the overall use of resources. The table below shows the proposed capital financing at this time.

Havant Borough Council Capital Programme Summary Project	2019/20 Revised Forecast £'000		2020/21 £'000	2021/22 £'000	2022/23 £'000	2023/24 £'000	2024/25 £'000
Projected Capital Financing							
REFCUS (Revenue funded as Capital under Statute)	1,628		1,628	1,628	1,628	1,628	1,628
External Grants & Contributions			4,820	-	0	0	0
Use of Specific Reserves	214		127	-	0	0	0
Use of Capital Receipts	-		135	-	0	0	0
Borrowing Requirement	4,100		-	-	0	0	0
Revenue Funding	-		0	0	0	0	0
Total Projected Funding	5,942		6,710	1,628	1,628	1,628	1,628

3.3.1 **Capital Grants**

The Council receives one primary capital grant from central government to support its role in providing Disabled Facilities Grants; for 2020/21 the Council has been allocated £1.628m. There have been changes to the way the grant

is now distributed with the funding being provided to the County Council as the Better Care provider who then allocate funding to the District Councils. Future year's allocations may therefore be subject to change as part of this change in procedure.

3.3.2 Revenue Contributions and Reserves

The capital programme can also be financed through the use of reserves (both capital and revenue) although revenue contributions will have an overall effect on the General Fund revenue budget

3.3.3 Capital Receipts

Capital Receipts arise principally from the sale of Council capital assets.

The sales of assets are utilised to support the Capital Programme in the Capital Strategy. The Usable Capital receipts reserve contained a balance of £1.384M as at 31 March 2019.

3.3.4 Borrowing Requirement

The borrowing requirement was updated in 2018/19 to reflect the potential financing needs to support the Regeneration Strategy. However, as previously mentioned, progression of the individual projects will be subject to approval of business cases.

4.0 Treasury Management Strategy

4.1 The Capital Strategy is an accompaniment to the Treasury Management Strategy. The latter sets out the required Prudential Indicators for Treasury Management and Capital Expenditure, and includes a Policy statement on for the Minimum Revenue Provision (MRP) for borrowing.

5.0 Commercial Activity

5.1 Whilst the Council does currently receive income from investment properties it does not actively seek to generate additional revenue income through the purchase of investment properties.

6.0 Knowledge and Skills

6.1 The Council utilises the knowledge and skills of its internal officers when considering capital investment decisions and where necessary it also relies on the expert knowledge of specialist external advisors.

6.2 The Council employs professionally qualified legal, finance and property officers who are able to offer advice and guidance when considering any capital investment decisions.

6.3 **Finance**

The Section 151 Officer and Interim Head of Finance are professionally qualified to advise the Council on all financial aspects of capital decisions. They also have the numerous years of experience of how Councils work, and also undertake Continuous Professional Development. In addition, they maintain knowledge and skills through regular technical updates from appropriate bodies. Capita Local Government Business Services are contracted to provide a full range of financial services to the Council including treasury management services, financial management and technical accounting support and advice.

6.4 **Property**

The Council's in-house property team is made up of a number of Chartered Surveyors who advise the Council on all property matters. They are all members of the Royal Institution of Chartered Surveyors (RICS) and comply with the RICS's rules in relation to Continuing Professional Development. The Property Services Manager is also an RICS Registered Valuer.

6.5 **Legal**

Legal Staff are professionally qualified as either solicitors or legal executives and are regulated by their respective professional bodies (Solicitors Regulation Body/Institute of Legal Executives). The staff undertake Continuing Professional Development and their rules of conduct require that they have an appropriate level of skill and expertise to deal with the particular matter with which they are dealing. All staff are aware of the operational structure of the Council. They maintain knowledge and skills through regular technical updates from appropriate bodies. The Council will also use external specialist legal advice on more complex transactions as and when required.

6.6 **External Advice**

The Council uses external advisors where necessary in order to complement the knowledge its own officers hold. Some of these advisors are contracted on long term contracts or are appointed on an ad-hoc basis when necessary.

HBC Fees and Charges 2020-21 (Draft)

VAT has been included in prices where applicable

Department/ service	Charge item	19/20 price	20/21 price
Cemeteries	Persons under 16 years	£0.00	£0.00
Cemeteries	Persons 16 years or over - new grave (single)	£895.00	£913.00
Cemeteries	Persons 16 years or over - new grave (double)	£895.00	£913.00
Cemeteries	Persons 16 years or over - reopen existing grave	£642.00	£655.00
Cemeteries	Children's Section - exclusive right of burial/earthen grave for 50 years (inc certificate)	£300.00	£306.00
Cemeteries	Adult Section - exclusive right of burial/earthen grave for 50 years (inc certificate)	£800.00	£816.00
Cemeteries	Adult Section - interment of cremated remains	£263.00	£268.00
Cemeteries	Adult Section - transfer of exclusive right of burial	£42.00	£43.00
Cemeteries	Adult Section - right to erect a memorial	£158.00	£161.00
Cemeteries	Adult Section - right to place a stone vase	£63.00	£65.00
Cemeteries	Adult Section - memorial and full kerb (HM only)	£184.00	£188.00
Cemeteries	Adult Section - replacement of existing kerb set	£132.00	£135.00
Cemeteries	Adult Section - exhumation of remains - charged at cost	Variable	Variable
Cemeteries	Old Garden of Rest - interment of cremated remains	£421.00	£429.00
Cemeteries	Old Garden of Rest - exclusive right of burial for 50 years	£300.00	£306.00
Cemeteries	Old Garden of Rest - right to place a plaque	£52.00	£53.00
Cemeteries	Old Garden of Rest - interment of additional casket	£263.00	£268.00
Cemeteries	New Garden of Rest - exclusive right of burial	£263.00	£268.00
Cemeteries	New Garden of Rest - right to erect memorial for 10 years	£158.00	£161.00
Cemeteries	New Garden of Rest - burial of subsequent cremated remains	£263.00	£268.00
Cemeteries	Natural burial area - under 16 years	£0.00	£0.00
Cemeteries	Natural burial area - single depth grave	£774.00	£790.00
Cemeteries	Natural burial area - interment of ashes (no casket)	£263.00	£268.00
Cemeteries	Natural burial area - memorial cleaning	£22.00	£23.00
Cemeteries	Natural burial area - memorial plaques	£211.00	£215.00
Pest Control	Agricultural - hourly rate	£86.00	£88.00
Pest Control	Bed bugs - domestic	£60.00	£62.00
Pest Control	Bed bugs - domestic concessionary	£15.00	£16.00
Pest Control	Cockroaches - commercial - hourly rate	£86.50	£89.00
Pest Control	Cockroaches - domestic	£54.00	£56.00
Pest Control	Cockroaches - domestic concessionary	£0.00	£0.00
Pest Control	Rats - commercial and other premises - hourly rate	£86.00	£88.00
Pest Control	Rats - domestic	£40.00	£41.00
Pest Control	Rats - domestic concessionary	£0.00	£0.00
Pest Control	Fleas - commercial and other premises	£86.00	£88.00
Pest Control	Fleas - domestic (1-3 bedrooms)	£54.00	£56.00
Pest Control	Fleas - domestic (4-6 bedrooms)	£86.00	£88.00
Pest Control	Fleas - domestic concessionary (1-3 bedrooms)	£27.00	£28.00
Pest Control	Fleas - domestic concessionary (4-6 bedrooms)	£43.00	£44.00

Pest Control	Wasps - single treatment for either domestic or commercial premises	£54.00	£56.00
Pest Control	Wasps - treatment for additional nests	£18.00	£19.00
Pest Control	Wasps - single treatment for domestic concessionary	£26.50	£28.00
Pest Control	Wasps - treatment for additional nests for domestic concessionary	£8.50	£9.00
Pest Control	Drain clearing - rodding method only	£88.50	£91.00
Stray Dogs	Handling charge for dealing with stray dog	£25.00	£25.00
Stray Dogs	Out of hours charge for the acceptance of stray dog	£11.00	£11.00
Stray Dogs	Kennels - dog taken in but not kept overnight	£23.50	£24.00
Stray Dogs	Kennels - dog kept for up to two days in kennels	£47.00	£48.00
Stray Dogs	Kennels - dog kept for up to three days in kennels	£70.50	£72.00
Stray Dogs	Kennels - dog kept for up to four days in kennels	£94.00	£96.00
Stray Dogs	Kennels - dog kept for up to five days in kennels	£117.50	£120.00
Stray Dogs	Kennels - dog kept for up to six days in kennels	£141.00	£142.00
Stray Dogs	Kennels - dog kept for up to seven days in kennels	£164.50	£166.00
Stray Dogs	Kennels - dog kept for up to eight days in kennels	£188.00	£192.00
Stray Dogs	Emergency medical treatment of dogs in care of the Council (recovery of costs)	Variable	Variable
Stray Dogs	Call out fee for the support of bailiffs (per visit, per officer)	£47.50	£47.50
Animal Welfare Licensing	Zoo applications (charged at hourly rate, will include interim and full inspections and work undertaken to reinspection, excludes vet inspections which will be recharged separately at cost price)	Hourly rate	Hourly rate
Animal Welfare Licensing	Animal boarding (dogs or cats) - application fee	£185.00	£191.00
Animal Welfare Licensing	Animal boarding (dogs or cats) - compliance fee	£48.00	£58.00
Animal Welfare Licensing	Home boarding or daycare for dogs - application fee	£188.00	£194.00
Animal Welfare Licensing	Home boarding or daycare for dogs - compliance fee	£55.00	£65.00
Animal Welfare Licensing	Commercial dog day care - application fee	£185.00	£191.00
Animal Welfare Licensing	Commercial dog day care - compliance fee	£55.00	£65.00
Animal Welfare Licensing	Dog breeding - application fee (excludes vet inspections which will be recharged separately at cost price)	£202.00	£210.00
Animal Welfare Licensing	Dog breeding - compliance fee	£55.00	£65.00
Animal Welfare Licensing	Horse riding establishment (1-9 horses) - application fee (excludes vet inspections which will be recharged separately at cost price)	£257.00	£300.00
Animal Welfare Licensing	Horse riding establishment (1-9 horses) - compliance fee	£55.00	£65.00
Animal Welfare Licensing	Horse riding establishment (10-19 horses) - application fee (excludes vet inspections which will be recharged separately at cost price)	£310.00	£320.00
Animal Welfare Licensing	Horse riding establishment (10-19 horses) - compliance fee	£55.00	£65.00

Animal Welfare Licensing	Horse riding establishment (20+ horses) - application fee (excludes vet inspections which will be recharged separately at cost price)	£370.00	£381.00
Animal Welfare Licensing	Horse riding establishment (20+ horses) - compliance fee	£55.00	£65.00
Animal Welfare Licensing	Performing and exhibiting animals - application fee	£256.00	£256.00
Animal Welfare Licensing	Pet shop - application fee	£201.00	£208.00
Animal Welfare Licensing	Pet shop - compliance fee	£55.00	£65.00
Animal Welfare Licensing	Dangerous Wild Animal Act - application for 2 year license (excludes vet inspections which will be recharged separately at cost price)	£160.00	£190.00
Animal Welfare Licensing	Any variation or amendment to licenses (£30 minimum + £25 per hour for additional work as agreed)	Variable	Variable
Animal Welfare Licensing	Request for re-rating	£100.00	£100.00
Animal Welfare Licensing	Appeal costs associated with unsuccessful appeal	£89.00	£89.00
Environmental Protection	Environmental information request - hourly rate	£25.00	£25.00
Environmental Protection	Contaminated land enquiries - per property or plot - hourly rate	£45.00	£45.00
Environmental Protection	Environmental enquiry on domestic property	£60.00	£60.00
Environmental Protection	Environmental enquiry on non-domestic property	£60.00	£60.00
Environmental Protection	Pre-application planning service for contaminated land - desk advice	£125.00	£125.00
Environmental Protection	Safer Food Better Business	£26.20	£26.20
Taxi Licensing	Accessories - number plate bracket	£11.00	£12.00
Taxi Licensing	Accessories - pair of pouches	£3.00	£4.00
Taxi Licensing	Accessories - universal bracket	£5.50	£6.00
Taxi Licensing	Committee grant of 1-year operator licence	£137.00	£137.00
Taxi Licensing	Exemption certificate	£51.50	£51.50
Taxi Licensing	Hackney carriage licence/transfer (inc plate)	£170.00	£170.00
Taxi Licensing	Hackney carriage meter test	£12.00	£12.00
Taxi Licensing	Hackney/PHV drivers licence - initial 3 year	£107.00	£107.00
Taxi Licensing	Knowledge test	£45.00	£45.00
Taxi Licensing	Operator licence initial - 5-year renewal	£448.00	£448.00
Taxi Licensing	Pre application vehicle mechanical inspection	£90.00	£90.00
Taxi Licensing	Private hire vehicle licence (inc plate)	£150.00	£150.00
Taxi Licensing	Replacement - copy licences (where permitted)	£12.00	£12.00
Taxi Licensing	Replacement - identification card	£15.00	£15.00
Taxi Licensing	Replacement - vehicle licence plate	£18.00	£18.00

Taxi Licensing	Special vehicles and limousines mechanical inspection	£135.00	£135.00
Taxi Licensing	Vehicle inspection failure to keep appointment	£45.00	£45.00
Taxi Licensing	Vehicle mechanical inspection on application	£90.00	£90.00
Taxi Licensing	Vehicle mechanical subsequent re-inspection	£50.00	£50.00
Gambling Act 2005			
Gambling Act 2005	Adult gaming centre	£800.00	£800.00
Gambling Act 2005	Betting premises (non track)	£480.00	£480.00
Gambling Act 2005	Bingo premises	£800.00	£800.00
Gambling Act 2005	Family entertainment centre	£400.00	£400.00
Gambling Act 2005	Social lotteries - new	£40.00	£40.00
Gambling Act 2005	Social lotteries - renewal	£20.00	£20.00
Street trading consents			
Street trading consents	Street trading licence - 6 months consent (minimum £600)	£5.15	£5.15
Street trading consents	Street trading licence - annual consent (minimum £1000, maximum £1800)	£5.15	£5.15
Street trading consents	Temporary street trading - daily	£123.35	£123.35
Street trading consents	Temporary street trading - Mon to Sat	£565.50	£565.50
Other Licensing			
Other Licensing	Control of sex establishments licence fee	£4,400.00	£4,400.00
Other Licensing	Skin piercing registration	£115.00	£115.00
Other Licensing	Administration fee (in addition to the above)	£15.00	£16.00
Other Licensing	Scrap Metal Dealer Act 2013 - collectors licence		£0.00
Other Licensing	Scrap Metal Dealer Act 2013 - site licence		£0.00
Other Licensing	Scrap Metal Dealer Act 2013 - vary from collectors to site licence		£0.00
Other Licensing	Scrap Metal Dealer Act 2013 - other variations (site to collectors, change of name or address)		£0.00
Private Sector Housing			
Private Sector Housing	British entry clearance (housing inspections)	£115.15	£115.15
Private Sector Housing	HMO Licence (5 or less occupants) - 5 year licence	£600.00	£600.00
Private Sector Housing	HMO Licence (6 to 10 occupants) - 5 year licence	£710.00	£710.00
Private Sector Housing	HMO Licence (11 to 15 occupants) - 5 year licence	£820.00	£820.00
Private Sector Housing	HMO Licence (16 to 20 occupants) - 5 year licence	£930.00	£930.00
Private Sector Housing	HMO Licence (20+ occupants) - 5 year licence	£1,040.00	£1,040.00
Electoral Services			
Electoral Services	Basic electoral register full paper - per 1000 electors (plus admin fee of £10)	£5.00	£5.00

Electoral Services	Basic electoral register full data - per 1000 electors (plus admin fee of £20)	£1.50	£1.50
Electoral Services	Basic electoral register edited paper - per 1000 electors (plus admin fee of £10)	£5.00	£5.00
Electoral Services	Basic electoral register edited data - per 1000 electors (plus admin fee of £20)	£1.50	£1.50
Electoral Services	Marked electoral register - data - per 1000 electors (plus admin fee of £10)	£1.00	£1.00
Electoral Services	Marked electoral register - paper - per 1000 electors (plus admin fee of £10)	£2.00	£2.00
Electoral Services	Electoral register - monthly updates	£38.00	£38.00
Electoral Services	Certificate of residency - by email	£5.15	£6.00
Electoral Services	Certificate of residency - by post	£10.00	£11.00
Civil			
Engineering and Landscape Civil	Installation of memorial seat and plaque - not including cost of seat or plaque	£61.70	£63.00
Engineering and Landscape Civil	Administration charge - memorial seat and plaque	£154.20	£158.00
Building			
Control	All work charged at hourly rate of £54.15 plus VAT	£64.98	£67.00
Arboriculture			
Arboriculture	Pre-application charge - per hour	£90.00	£92.00
Arboriculture	External arboricultural consultancy - per hour	£60.00	£62.00
Enforcement			
Enforcement	Breach of Public Space Protection Order - dog fouling	£80.00	£80.00
Enforcement	Littering fine - per event	£80.00	£80.00
Enforcement	Flytipping fine - per event	Variable	Variable
Enforcement	Flyposting fine - per event	£80.00	£80.00
Enforcement	Graffiti fine - per event	£80.00	£80.00
Enforcement	Abandoned vehicles fine	£200.00	£200.00
Enforcement	Nuisance parking fine	£100.00	£100.00
Enforcement	Failure to produce waste transfer note fine	£300.00	£300.00
Enforcement	Domestic waste receptacle offences fine	£80.00	£80.00
Enforcement	Industrial and commercial waste receptacle offences fine	£80.00	£80.00
Allotments and Beach Huts			
Allotments and Beach Huts	Allotment - replacement key	£11.00	£12.00
Allotments and Beach Huts	Allotment - annual fee per square metre - resident	£0.39	£0.40
Allotments and Beach Huts	Allotment - annual fee per square metre - non-resident	£0.78	£0.80
Allotments and Beach Huts	Beach huts - HBC-owned hut annual rental - resident (pro rata charges apply)	£874.00	£891.00
Allotments and Beach Huts	Beach huts - HBC-owned hut annual rental - non-resident (pro rata charges apply)	£1,748.00	£1,783.00

Allotments and Beach Huts	Beach huts - private hut licence fee - resident	£565.00	£576.00
Allotments and Beach Huts	Beach huts - private hut licence fee - non-resident	£1,234.00	£1,259.00
Allotments and Beach Huts	Beach huts - private hut - transfer of licence		£100.00
Sports	Cricket pitch (Senior 18+) including changing rooms		£108.00
Sports	Cricket pitch (Junior U18) including changing rooms		£57.00
Sports	Cricket pitch - evening matches at any venue (Senior 18+) including changing rooms		£84.00
Sports	Cricket pitch - evening matches at any venue (Junior U18) including changing rooms		£57.00
Sports	Football pitch (Senior 18+) including changing rooms		£94.00
Sports	Football pitch (Junior U18 - 11 v 11) including changing rooms		£57.00
	Football pitch (Junior U18 - 9 v 9) including changing rooms		£29.00
Sports	Football pitch (Junior U18 - mini soccer 7 v 7 or 5 v 5) including changing rooms		£24.00
Sports	Football pitch (Senior 18+ training up to 2 hours, no changing rooms included, £10 per hour after 2 hours) - evening option only		£18.00
Sports	Football pitch (Junior U18 training up to 2 hours, no changing rooms included, £10 per hour after 2 hours) - evening option only		£15.00
Sports	Rugby pitch (Senior 18+) including changing rooms		£94.00
Sports	Rugby pitch (Junior U18) including changing rooms		£57.00
Sports	Rugby pitch (Senior 18+ training up to 2 hours, no changing rooms included, £10 per hour after 2 hours) - evening options only		£18.00
Sports	Rugby pitch (Junior U18 training up to 2 hours, no changing rooms included, £10 per hour after 2 hours) - evening options only		£15.00
Sports	Use of changing rooms (training pitch bookings only)		£30.00
Sports	Charge for cleaning changing rooms, litterpicking pitches after use or replacing equipment not returned to store		£48.00
Sports	Refundable deposit for changing room keys for the season		£50.00
Sports	Attendant supplement - to open facility and set up match play - hourly rate, minimum 2 hour booking		£14.40
Parks and Grounds	Non profit making charitable events	£0.00	£0.00
Parks and Grounds	All other events and uses of public open spaces	Variable	Variable
Parks and Grounds	Pavilion/Clubhouse for non-match occasions	£16.50	£17.00
Parks and Grounds	Circuses and funfairs non-trading day	£308.00	£315.00
Parks and Grounds	Circuses and funfairs trading day	£617.00	£630.00
Refuse and Recycling	Additional or replacement 140l bin	£36.00	£37.00
Refuse and Recycling	Additional or replacement 240l bin	£41.00	£42.00
Refuse and Recycling	Replacement garden waste sack	£5.00	£5.00

Refuse and Recycling	Garden waste licence (early bird) - annual fee - per 70l sack	£31.00	£32.00
Refuse and Recycling	Garden waste licence (early bird) - annual fee - per 140l bin	£41.00	£42.00
Refuse and Recycling	Garden waste licence (early bird) - annual fee - per 240l bin	£62.00	£63.00
Refuse and Recycling	Garden waste licence - annual fee - per 70l sack	£33.00	£34.00
Refuse and Recycling	Garden waste licence - annual fee - per 140l bin	£43.00	£44.00
Refuse and Recycling	Garden waste licence - annual fee - per 240l bin	£64.00	£65.00
Bulky Waste	Hire of bin for domestic use - 660l	£158.00	£161.00
Bulky Waste	Hire of bin for domestic use - 940l	£163.00	£166.00
Bulky Waste	Hire of bin for domestic use - 1100l	£174.00	£178.00
Bulky Waste	Household bulky waste collection - first item	£32.00	£33.00
Bulky Waste	Household bulky waste collection - second item		£28.00
Bulky Waste	Household bulky waste collection - third item		£24.00
Bulky Waste	Household bulky waste collection - per additional item		£10.00
Bulky Waste	Household bulky waste collection - per oversized item	£47.00	£48.00
Bulky Waste	Household bulky waste collection - per cubic metre (maximum of 4 cubic metres)	£58.00	£59.00
Land Charges	Local Authority searches submitted by post - residential - LLC1	£18.00	£18.00
Land Charges	Local Authority searches submitted by post - residential - Con29	£134.40	£134.40
Land Charges	Local Authority searches submitted by post - commercial - LLC1	£18.00	£18.00
Land Charges	Local Authority searches submitted by post - commercial - Con29	£170.40	£170.40
Land Charges	Local Authority searches submitted by post - additional land parcel - LLC1	£2.00	£2.00
Land Charges	Local Authority searches submitted by post - additional land parcel - Con29	£24.00	£24.00
Land Charges	Local Authority searches submitted by post - Con29 optional questions	£18.00	£18.00
Land Charges	Local Authority searches submitted by post - Con29 optional questions 18, 19 and 22	£36.00	£36.00
Land Charges	Local Authority searches submitted by post - solicitor's own questions	£24.00	£24.00
Land Charges	Local Authority searches submitted online - residential - LLC1	£15.00	£15.00
Land Charges	Local Authority searches submitted online - residential - Con29	£114.40	£114.40
Land Charges	Local Authority searches submitted online - commercial - LLC1	£15.00	£15.00
Land Charges	Local Authority searches submitted online - commercial - Con29	£165.00	£165.00
Land Charges	Local Authority searches submitted online - additional land parcel - LLC1	£2.00	£2.00
Land Charges	Local Authority searches submitted online - additional land parcel - Con29	£24.00	£24.00
Land Charges	Local Authority searches submitted online - Con29 optional questions	£18.00	£18.00
Land Charges	Local Authority searches submitted online - Con29 optional questions 18, 19 and 22	£36.00	£36.00
Land Charges	Local Authority searches submitted online - solicitor's own questions	£24.00	£24.00

Planning Enforcement	High hedges legislation - submission of complaint	£565.40	£565.40
Planning Development	Preapplication advice - householder Permitted Development enquiry - written advice	£32.00	£33.00
Planning Development	Preapplication advice - householder/other small scale development enquiry - written advice	£52.00	£54.00
Planning Development	Preapplication advice - self contained granny annexes at domestic properties - written advice	£130.00	£133.00
Planning Development	Preapplication advice - change of use up to 100sqm - written advice	£130.00	£133.00
Planning Development	Preapplication advice - change of use over 100sqm but less than 1000sqm - written advice	£250.00	£255.00
Planning Development	Preapplication advice - minor development (1-3 houses, up to 499sqm new commercial, or site up to 0.49ha) - written advice	£130.00	£133.00
Planning Development	Preapplication advice - minor development (1-3 houses, up to 499sqm new commercial, or site up to 0.49ha) - oral response including onsite meeting with Principal Planner	£175.00	£179.00
Planning Development	Preapplication advice - minor development (4-9 houses, up to 500-999sqm new commercial, or site of 0.5-0.99ha) - written advice	£250.00	£255.00
Planning Development	Preapplication advice - minor development (4-9 houses, up to 500-999sqm new commercial, or site of 0.5-0.99ha) - written advice including site visit	£375.00	£383.00
Planning Development	Preapplication advice - major development (10-49 houses, 1000-4999sqm commercial, or site of 1-2ha) - written advice including site visit	£565.00	£577.00
Planning Development	Preapplication advice - major development (50-100 houses, 5000-999sqm commercial, or site of 2.1-4ha) - written advice including site visit	£1,150.00	£1,173.00
Planning Development	Preapplication advice - large scale major developments (101+ houses, 10000sqm+ commercial, or site of 4.1ha+) - charged at 10% of fee or 20% in last year	Variable	Variable
Planning Development	Preapplication advice - advertisements - written advice	£55.00	£57.00
Planning Development	Preapplication advice - specialist tree advice - written advice only	£65.00	£67.00
Planning Development	Preapplication advice - specialist tree advice - written advice including site visit	£130.00	£133.00
Planning Development	Preapplication advice - specialist listed building / conservation area advice - written advice only	£65.00	£67.00
Planning Development	Preapplication advice - specialist listed building / conservation area advice - written advice including site visit	£130.00	£133.00
Planning Development	Planning performance agreements	Variable	Variable
Planning Development	Accredited agent subscription	£257.00	£263.00
Planning Development	Development consultation forum	£3,000.00	£3,000.00
Planning Development	Havant Borough Local Plan (core strategy)	£45.20	£45.20

Planning Development	Havant Borough Local Plan (core)	£33.95	£33.95
Planning Development	Planning application validation check	£51.40	£53.00
Planning Development	Local Plan policies map booklet	£33.95	£33.95
Planning Development	Statutory planning application fees - http://www.planningportal.gov.uk/uploads/english_application_fees.pdf	Listed on Planning Portal	
Planning Development	Planning obligations - Community Infrastructure Levy - see http://www.easthants.gov.uk/CIL-calculator	Variable	Variable
Planning Development	Unilateral agreements - bespoke	£282.70	£282.70
Planning Development	Unilateral agreements - templates	Variable	Variable
Planning Development	Bilateral agreements - major applications	£141.35	£141.35
Planning Development	Bilateral agreements - minor applications	£751.50	£751.50
Planning Development	Bilateral agreements - other applications	£290.92	£290.92
Planning Development	S106 monitoring fees - per non financial head of term (up to a maximum of £10,670 per application)		£739.00
Planning Development	S106 monitoring fees - per financial head of term (up to a maximum of £10,670 per application) - charged at 5% of cost	Variable	Variable
Facilities	Additional hire charge - Saturday	£34.15	£35.00
Facilities	Additional hire charge - Sunday	£50.75	£52.00
Facilities	Additional hire charge - after 8pm Monday-Friday	£34.15	£35.00
Facilities	Copying price - per A0/A2 page	£0.10	£0.10
Facilities	Copying price - per A3/A4 page	£0.10	£0.10
Facilities	Data Protection Act - subject access request	£10.00	£10.00
Facilities	Hire of Council Chamber/Hurstwood Room - community group	£40.00	£41.00
Facilities	Hire of Council Chamber/Hurstwood Room - standard	£50.00	£51.00
Facilities	Hire of Hollybank Room - community group	£30.00	£31.00
Facilities	Hire of Hollybank Room - standard	£40.00	£41.00
Facilities	Hire of Newlease Room/Tournerbury Room - community group	£25.00	£26.00
Facilities	Hire of Newlease Room/Tournerbury Room - standard	£30.00	£31.00
Facilities	Other rooms - POA	Variable	Variable
Facilities	Provision of tea and biscuits	£0.00	£0.00
Parking	Car park - Havant: Civic Centre Road North Car Park (charges apply Mon to Fri 8am-6pm) - 1 hour	£0.70	£0.70
Parking	Car park - Havant: Civic Centre Road North Car Park (charges apply Mon to Fri 8am-6pm) - 2 hours	£1.00	£1.00
Parking	Car park - Havant: Civic Centre Road North Car Park (charges apply Mon to Fri 8am-6pm) - 3 hours	£1.50	£1.50
Parking	Car park - Havant: Civic Centre Road North Car Park (charges apply Mon to Fri 8am-6pm) - 4 hours	£3.00	£3.00

Parking	Car park - Havant: Civic Centre Road North Car Park (charges apply Mon to Fri 8am-6pm) - over 4 hours	£6.00	£6.00
Parking	Car park - Havant: Civic Centre Road East Car Park (charges apply Mon to Fri 8am-6pm) - 1 hour	£0.70	£0.70
Parking	Car park - Havant: Civic Centre Road East Car Park (charges apply Mon to Fri 8am-6pm) - 2 hours	£1.00	£1.00
Parking	Car park - Havant: Civic Centre Road East Car Park (charges apply Mon to Fri 8am-6pm) - 3 hours	£1.50	£1.50
Parking	Car park - Havant: Civic Centre Road East Car Park (charges apply Mon to Fri 8am-6pm) - 4 hours	£3.00	£3.00
Parking	Car park - Havant: Civic Centre Road East Car Park (charges apply Mon to Fri 8am-6pm) - over 4 hours	£6.00	£6.00
Parking	Car park - Havant: Prince George Street Car Park (charges apply Mon to Sat 8am-6pm) - 1 hour	£1.00	£1.00
Parking	Car park - Havant: Prince George Street Car Park (charges apply Mon to Sat 8am-6pm) - 2 hours	£2.00	£2.00
Parking	Car park - Havant: Prince George Street Car Park (charges apply Mon to Sat 8am-6pm) - 4 hours	£3.00	£3.00
Parking	Car park - Havant: Town End House Car Park (charges apply Mon to Sat 8am-6pm) - 2 hours	£1.00	£1.00
Parking	Car park - Havant: Town End House Car Park (charges apply Mon to Sat 8am-6pm) - 3 hours	£2.00	£2.00
Parking	Car park - Havant: Town End House Car Park (charges apply Mon to Sat 8am-6pm) - 4 hours	£3.00	£3.00
Parking	Car park - Havant: Town End House Car Park (charges apply Mon to Sat 8am-6pm) - over 4 hours	£5.00	£5.00
Parking	Car park - Havant: Elmleigh Road Car Park (charges apply Mon to Sat 8am-6pm) - 2 hours	£1.00	£1.00
Parking	Car park - Havant: Elmleigh Road Car Park (charges apply Mon to Sat 8am-6pm) - 3 hours	£2.00	£2.00
Parking	Car park - Havant: Elmleigh Road Car Park (charges apply Mon to Sat 8am-6pm) - 4 hours	£2.50	£2.50
Parking	Car park - Havant: Elmleigh Road Car Park (charges apply Mon to Sat 8am-6pm) - over 4 hours	£5.00	£5.00
Parking	Car park - Havant: East Pallant Car Park (charges apply Mon to Sat 8am-6pm) - 1 hour	£1.00	£1.00
Parking	Car park - Havant: East Pallant Car Park (charges apply Mon to Sat 8am-6pm) - 2 hours	£2.00	£2.00
Parking	Car park - Havant: East Pallant Car Park (charges apply Mon to Sat 8am-6pm) - 4 hours	£3.00	£3.00
Parking	Car park - Havant: North Street Car Park (charges apply Mon to Sat 8am-6pm) - 1 hour	£1.00	£1.00
Parking	Car park - Havant: North Street Car Park (charges apply Mon to Sat 8am-6pm) - 2 hours	£2.00	£2.00
Parking	Car park - Havant: North Street Car Park (charges apply Mon to Sat 8am-6pm) - 4 hours	£3.00	£3.00
Parking	Car park - Havant: Southmoor Lane Car Park (charges apply Mon to Sat 8am-6pm) - any length of stay between 8am and 6pm	£3.00	£3.00
Parking	Car park - Emsworth: Palmers Road Car Park (charges apply Mon to Sat 8am-6pm) - 1 hour	£1.00	£1.00

Parking	Car park - Emsworth: Palmers Road Car Park (charges apply Mon to Sat 8am-6pm) - 2 hours	£1.90	£1.90
Parking	Car park - Emsworth: Palmers Road Car Park (charges apply Mon to Sat 8am-6pm) - 4 hours	£3.00	£3.00
Parking	Car park - Emsworth: Palmers Road Car Park (charges apply Mon to Sat 8am-6pm) - over 4 hours	£4.00	£4.00
Parking	Car park - Emsworth: North Street Car Park (charges apply Mon to Sat 8am-6pm) - 1 hour	£1.00	£1.00
Parking	Car park - Emsworth: North Street Car Park (charges apply Mon to Sat 8am-6pm) - 2 hours	£1.90	£1.90
Parking	Car park - Emsworth: North Street Car Park (charges apply Mon to Sat 8am-6pm) - 4 hours	£3.00	£3.00
Parking	Car park - Emsworth: South Street Car Park (charges apply Mon to Sat 8am-6pm) - 1 hour	£1.00	£1.00
Parking	Car park - Emsworth: South Street Car Park (charges apply Mon to Sat 8am-6pm) - 2 hours	£2.00	£2.00
Parking	Car park - Emsworth: South Street Car Park (charges apply Mon to Sat 8am-6pm) - 3 hours	£2.40	£2.40
Parking	Car park - Emsworth: South Street Car Park (charges apply Mon to Sat 8am-6pm) - 4 hours	£3.20	£3.20
Parking	Car park - Leigh Park: Tidworth Road Car Park (charges apply Mon to Sat 8am-6pm) - 1 hour	£0.80	£0.80
Parking	Car park - Leigh Park: Tidworth Road Car Park (charges apply Mon to Sat 8am-6pm) - 2 hours	£1.60	£1.60
Parking	Car park - Leigh Park: Tidworth Road Car Park (charges apply Mon to Sat 8am-6pm) - 3 hours	£2.40	£2.40
Parking	Car park - Leigh Park: Tidworth Road Car Park (charges apply Mon to Sat 8am-6pm) - over 3 hours	£3.20	£3.20
Parking	Car park - Leigh Park: Greywell Car Park (charges apply Mon to Sat 8am-6pm) - 1 hour	£0.80	£0.80
Parking	Car park - Leigh Park: Greywell Car Park (charges apply Mon to Sat 8am-6pm) - 2 hours	£1.60	£1.60
Parking	Car park - Leigh Park: Greywell Car Park (charges apply Mon to Sat 8am-6pm) - 3 hours	£2.40	£2.40
Parking	Car park - Leigh Park: Greywell Car Park (charges apply Mon to Sat 8am-6pm) - over 3 hours	£3.20	£3.20
Parking	Car park - Hayling Island: Health Centre Car Park (charges apply Mon to Sat 8am-6pm) - 1 hour	£0.80	£0.80
Parking	Car park - Hayling Island: Health Centre Car Park (charges apply Mon to Sat 8am-6pm) - 2 hours	£1.60	£1.60
Parking	Car park - Hayling Island: Health Centre Car Park (charges apply Mon to Sat 8am-6pm) - 3 hours	£2.40	£2.40
Parking	Car park - Hayling Island: Health Centre Car Park (charges apply Mon to Sat 8am-6pm) - over 3 hours	£3.20	£3.20
Parking	Car park - Hayling Island: Elm Grove Car Park (charges apply Mon to Sat 8am-6pm) - 1 hour	£0.80	£0.80
Parking	Car park - Hayling Island: Elm Grove Car Park (charges apply Mon to Sat 8am-6pm) - 2 hours	£1.60	£1.60
Parking	Car park - Hayling Island: Elm Grove Car Park (charges apply Mon to Sat 8am-6pm) - 3 hours	£2.40	£2.40

Parking	Car park - Hayling Island: Elm Grove Car Park (charges apply Mon to Sat 8am-6pm) - over 3 hours	£3.20	£3.20
Parking	Car park - Hayling Island: Mengham Road Car Park (charges apply Mon to Sat 8am-6pm) - 1 hour	£0.80	£0.80
Parking	Car park - Hayling Island: Mengham Road Car Park (charges apply Mon to Sat 8am-6pm) - 2 hours	£1.60	£1.60
Parking	Car park - Hayling Island: Mengham Road Car Park (charges apply Mon to Sat 8am-6pm) - 3 hours	£2.40	£2.40
Parking	Car park - Hayling Island: Mengham Road Car Park (charges apply Mon to Sat 8am-6pm) - over 3 hours	£3.20	£3.20
Parking	Car park - Cowplain: Mission Lane Car Park (charges apply Mon to Sat 8am-6pm) - 1 hour	£0.80	£0.80
Parking	Car park - Cowplain: Mission Lane Car Park (charges apply Mon to Sat 8am-6pm) - 2 hours	£1.60	£1.60
Parking	Car park - Cowplain: Mission Lane Car Park (charges apply Mon to Sat 8am-6pm) - 3 hours	£2.40	£2.40
Parking	Car park - Cowplain: Mission Lane Car Park (charges apply Mon to Sat 8am-6pm) - over 3 hours	£3.20	£3.20
Parking	Car park - Waterlooville: Rockville Drive Car Park (charges apply Mon to Sat 8am-6pm) - 1 hour	£1.00	£1.00
Parking	Car park - Waterlooville: Rockville Drive Car Park (charges apply Mon to Sat 8am-6pm) - 2 hours	£2.00	£2.00
Parking	Car park - Waterlooville: Rockville Drive Car Park (charges apply Mon to Sat 8am-6pm) - 4 hours	£3.00	£3.00
Parking	Car park - Waterlooville: Rockville Drive Car Park (charges apply Mon to Sat 8am-6pm) - over 4 hours	£4.00	£4.00
Parking	Car park - Waterlooville: Wellington Way Car Park (charges apply Mon to Sat 8am-6pm) - 1 hour	£1.00	£1.00
Parking	Car park - Waterlooville: Wellington Way Car Park (charges apply Mon to Sat 8am-6pm) - 2 hours	£2.00	£2.00
Parking	Car park - Waterlooville: Wellington Way Car Park (charges apply Mon to Sat 8am-6pm) - 4 hours	£3.00	£3.00
Parking	Car park - Havant: Civic Centre Road North Car Park (charges apply Sat, Sun and Bank Holidays 8am-6pm) - up to 4 hours	£1.50	£1.50
Parking	Car park - Havant: Civic Centre Road North Car Park (charges apply Sat, Sun and Bank Holidays 8am-6pm) - over 4 hours	£2.00	£2.00
Parking	Car park - Havant: Civic Centre Road East Car Park (charges apply Sat, Sun and Bank Holidays 8am-6pm) - up to 4 hours	£1.50	£1.50
Parking	Car park - Havant: Civic Centre Road East Car Park (charges apply Sat, Sun and Bank Holidays 8am-6pm) - over 4 hours	£2.00	£2.00
Parking	Car park - Havant: Civic Offices East Car Park (charges apply Sat, Sun and Bank Holidays 8am-6pm) - up to 4 hours	£1.00	£1.00
Parking	Car park - Havant: Civic Offices East Car Park (charges apply Sat, Sun and Bank Holidays 8am-6pm) - over 4 hours	£1.50	£1.50
Parking	Car park - Emsworth: South Street Car Park (charges apply Sat, Sun and Bank Holidays 8am-6pm) - up to 4 hours	£1.50	£1.50
Parking	Car park - Emsworth: South Street Car Park (charges apply Sat, Sun and Bank Holidays 8am-6pm) - over 4 hours	£2.00	£2.00
Parking	Car park - Hayling Island: Beachlands Car Parks (charges apply Mon to Sun 8am-6pm) - 1 hour	£1.50	£1.50

Parking	Car park - Hayling Island: Beachlands Car Parks (charges apply Mon to Sun 8am-6pm) - 2 hours	£2.90	£2.90
Parking	Car park - Hayling Island: Beachlands Car Parks (charges apply Mon to Sun 8am-6pm) - 3 hours	£4.30	£4.30
Parking	Car park - Hayling Island: Beachlands Car Parks (charges apply Mon to Sun 8am-6pm) - 4 hours	£5.80	£5.80
Parking	Car park - Hayling Island: Beachlands Car Parks (charges apply Mon to Sun 8am-6pm) - over 7.2	£7.20	£7.20
Parking	Car park - Hayling Island: Beachlands Car Parks (charges apply Mon to Sun 8am-6pm) - weekly ticket	£35.00	£35.00
Parking	Car park - Hayling Island: Beachlands Car Parks (charges apply Mon to Sun 8am-6pm) - trailers	£12.00	£12.00
Parking	Season ticket - Waterloo/Emsworth/Leigh Park/Hayling Island/Town End House - 3 months	£155.00	£155.00
Parking	Season ticket - Waterloo/Emsworth/Leigh Park/Hayling Island/Town End House - 6 months	£250.00	£250.00
Parking	Season ticket - Waterloo/Emsworth/Leigh Park/Hayling Island/Town End House - 12 months	£430.00	£430.00
Parking	Season ticket - Cowplain - 3 months	£125.00	£125.00
Parking	Season ticket - Cowplain - 6 months	£250.00	£250.00
Parking	Season ticket - Prince George Street - 12 months	£500.00	£500.00
Parking	Season ticket - Civic Centre Road North - 3 months	£190.00	£190.00
Parking	Season ticket - Civic Centre Road North - 6 months	£300.00	£300.00
Parking	Season ticket - Civic Centre Road North - 12 months	£500.00	£500.00
Parking	Season ticket - Gold Borough Wide - 12 months	£600.00	£600.00
Parking	Season ticket - Beachlands car/van - 12 months	£120.00	£120.00
Parking	Season ticket - Beachlands over 65 car/van - 12 months	£80.00	£80.00
Parking	Season ticket - Beachlands car/trailer - 12 months	£140.00	£140.00
Traffic Management	Emergency road closure by order	£1,500.00	£1,500.00
Traffic Management	Provision of access protection lines	£120.00	£120.00
Traffic Management	Traffic cone hire up to 5 cones	£25.00	£25.00
Traffic Management	Traffic cone hire up to 10 cones	£35.00	£35.00
Traffic Management	Traffic cone hire up to 20 cones	£55.00	£55.00
Traffic Management	Parking bay suspension by notice - per bay, per day	£50.00	£50.00
Traffic Management	Single permanent traffic regulation order (for a developer, standard parking restriction in a single road) - additional TRO types to be charged separately at the same rate	£5,000.50	£5,000.50
Traffic Management	Temporary road closure by notice	£1,500.00	£1,500.00
Traffic Management	Temporary road closure by order (plus advertising cost)	£1,700.00	£1,700.00
Traffic Management	Emergency road closure by order (plus advertising cost)	no fee listed	no fee listed

Traffic Management	Tourism/private signing - administration (including signing scheme design and documentation) - charged at 20% of costs	Variable	Variable
Traffic Management	Tourism/private signing - formal application (including vetting and definitive response)	£125.00	£125.00
Traffic Management	Tourism/private signing - maintenance (including cleaning and removal if no longer required) - charged at 10% of costs	Variable	Variable
Traffic Management	Tourism/private signing - provision of signs (including manufacture, supply and erection) - charged at cost	Variable	Variable
Traffic Management	Tourism/private signing - replacement (if costs cannot be recovered following accident, damage or theft) - charged at cost	Variable	Variable
Traffic Management	Tourism/private signing - suspension (including ordering work and inspection) - charged at 10% of costs	Variable	Variable